



UNITED STATES MARINE CORPS
MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE
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MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE CAMP LEJEUNE BULLETIN 12410

From: Commanding General
To: Distribution List

Subj: FISCAL YEAR (FY) 2018 TRAINING POLICY FOR CIVIL SERVICE EMPLOYEES

Ref: (a) SECNAV Instruction 12410.25A
(b) MARADMIN 133/17

- Encl: (1) FY 2018 Training Plan for Civil Service Employees
(2) FY 2018 Guidelines for the Civilian Leadership Development Program (CLDP)
(3) Leadership Development for DON Civilian Workforce
(4) FY 2018 Guidelines for Training Assistance (TA) Program
(5) FY 2018 Guidelines for the Academic Degree Completion Program (ADCP)
(6) FY 2018 Training Liaison Program
(7) FY 2018 Individual Development Plan (IDP) for Non-Supervisory Personnel
(8) FY 2018 Individual Development Plan (IDP) for Supervisory Personnel

1. Purpose. Marine Corps Base, Camp Lejeune (MCB CAMLEJ) relies on Civilian Marines to perform its mission. To develop the most cost-effective, mission-oriented annual training plan, the Employee Training and Development Branch (ETDB) surveys the workforce leadership and updates mandatory training requirements identified by higher headquarters. Enclosure (1) is developed using the data from this annual survey.

2. Background. To publish guidance and policy for the FY 2018 MCB CAMLEJ, civil service workforce training curriculum.

3. Action

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. The importance of training the Civilian Marine workforce cannot be overstated. Providing professional education to our civilians is equivalent and as important as providing Professional Military Education to our active duty Marines. The return on investment is a civilian workforce that is sharp, able, and ready to meet today's demanding workplace challenges. Training must be designed to develop professional competencies at all levels, enhance leadership and management skills, and raise safety and security awareness. Supervisors are responsible for informing their employees about training requirements and learning opportunities. Training requests will be approved by supervisors based on developmental needs and mission requirements. Programs of professional development administered under this policy must be consistent with Merit System Principles.

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Identification and selection of employees for training and development opportunities must be done fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, sexual orientation, status as a parent, age, or handicapping condition.

(2) Concept of Operations. The annual training plan for civil service employees consists of all mandatory training as required by higher headquarters and this Command as well as elective courses designed to enhance workforce efficiency. Supervisors are responsible for identifying specialized job-related training requirements for their employees. Contact the Employee Training and Development Program Manager at (910) 450-7475 for assistance. To ensure supervisors and employees are kept informed of frequent civilian training schedule changes, the ETDB staff will publish course locations, dates and times in a separate document and update it on a regular basis. This document will also include the current list of mandatory training and links to online training. It will be distributed via email to all supervisors of civilian employees and posted to the G-1 SharePoint site: <https://intranet.mcieast.usmc.mil/sites/g1/CIVILIAN%20HUMAN%20RESOURCE%20OFFICE/EmpDevBranch/Pages/default.aspx>. Contact the staff at ETDB if you experience difficulty accessing this site. The training programs listed below provide additional opportunities for career and leadership development.

(a) Civilian Leadership Development Program (CLDP). CLDP is an integral part of the MCB CAMLEJ civilian training program, and has been established to provide opportunities for both current and future civilian supervisors and managers to develop their leadership skills. Enclosure (2) provides guidelines for the CLDP.

(b) Core Leadership Group. The Core Leadership Group consists of all supervisors (civilian and military) of civil service employees. Supervisors are expected to maintain and develop their management skills by completing continuing education in leadership competencies. Members of the Core Leadership Group are encouraged to support CLDP through their own active participation in the program, acting as mentors, and encouraging their employees to participate.

1. Per the reference and enclosure (3), all supervisors will ensure employees under their cognizance are aware of available training and education opportunities.

2. Also, supervisors will provide the Human Resource Development Strategic Advisor (HRDSA) contact information to all civilian personnel.

(c) Tuition Assistance. Tuition assistance funding is available to Marine Corps Installations East (MCIEAST)-MCB civil service employees through Training Assistance (TA) and Academic Degree Completion Program (ADCP). TA is used by this Command to enhance the skills of the civilian workforce by providing funding for job-related training or courses. Enclosure (4) provides the guidelines for this program. The ADCP has been established by Headquarters, U.S. Marine Corps to provide financial assistance to employees whose goal is to obtain a college degree or job-required certification. This program is available to all Marine Corps career civil service employees who choose to participate in the CLDP. Enclosure (5) provides the guidelines to this program.

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b. Tasks

(1) Department Heads are required to ensure their civil service employees are familiar with the contents of this bulletin and that training is completed as prescribed in enclosure (1).

(2) Each department will establish a training liaison to serve as the point of contact for training coordination with the ETDB for their section. Enclosure (6) provides detailed information.

c. Coordinating Instructions. The mandatory civilian training will be provided via the Total Workforce Management Services (TWMS) and automatically uploaded to employees' permanent records. For mandatory courses and training 8 hours or more completed via other sites and/or internet web sites, employees need to print the completion certificate and provide a copy to their training liaison who will submit to the ETDB. The training liaison at each site is responsible for scanning and emailing a copy of the certificate to lejeune.wflc@usmc.mil or faxing it to the ETDB office at (910) 451-8392. The following information must be included on each certificate: name, course hours, start and end date, mandatory (if applicable). Only certificates for mandatory training and courses eight or more hours in length should be submitted to the ETDB. Certificates must be submitted within two weeks of course completion.

4. Administration and Logistics. Per the references, all civil service employees are required to have an Individual Development Plan (IDP). This tool allows employees and supervisors to work together to create a plan for completing mandatory training requirements and establishing developmental activities to help achieve career goals. IDPs must be established no later than 31 October 2017 for current employees and within 30 days of hiring for new employees. IDPs are available in the TWMS system at: <https://twms.nmci.navy.mil/selfservice>. Enclosures (7) and (8) provide an IDP format for non-supervisory and supervisory personnel, respectively, who do not have computer access. In addition, supervisors are responsible for keeping their employees informed about training opportunities, and to ensure employees complete all mandatory training identified in enclosure (1) by the deadline date listed or 30 September 2018.

5. Reserve Applicability. This Bulletin is applicable to MCIEAST-MCB CAMLEJ civil service employees and their military or non-appropriated fund (NAF) supervisors.


P. J. SALVETTI
By Direction

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AUG 28 2017**FY 2018 Training Plan for Civil Service Employees**

Camp Lejeune's training plan for civil service employees provides mandatory training for supervisors and non-supervisors as well as technical, job skill, leadership, and professional development training. A schedule of all civilian training is published on a regular basis and distributed via email to supervisors and posted to the Marine Corps Base Civilian Training SharePoint site at

<https://intranet.mcieast.usmc.mil/sites/g1/CIVILIAN%20HUMAN%20RESOURCE%20OFFICE/EmpDevBranch/Pages/default.aspx>. Contact the Employee Training and Development Branch (ETDB) at 910-451-4793 or 9175 if you experience problems accessing this site.

IDPs

Per SECNAVINST 12410.25A and MARADMIN 133/17, all employees are required to have an Individual Development Program (IDP). Supervisors are responsible for working with their employees to develop IDPs that meet their training requirements. The IDP must list all mandatory and elective training planned for 2018. IDP format is available through Total Workforce Management Services (TWMS) at <https://twms.navy.mil/selfservice/login.asp>. Enclosures (6) and (7) are provided for non-supervisory and supervisory personnel who do not have computer access. Assessment tools such as the one included in the Leadership Competency Assessment (LCA) available at Office of Personnel Management (OPM) Center for Leadership Development, <https://cldcentral.usalearning.net>, may be used to assist in the preparation of the IDP.

LCA

LCA is a tool created to provide federal leaders and aspiring leaders with developmental feedback on their proficiency level on the competencies that comprise the OPM Executive Core Qualifications (ECQ). LCA is designed to identify individual leadership strengths and developmental needs. The results of this assessment are for developmental purposes and can be used to help identify training and development opportunities and deficiencies.

Mandatory Training**• Non-supervisory Employees**

- o Antiterrorism Awareness - DoDI 2000.16
- o Combating Trafficking in Persons (CTIP) - DoDI 2200.01
- o Counterintelligence Awareness (USMC Annual Security Awareness) -
- o DoDI 5240.06
- o Cyber Awareness Challenge (all employees who operate a computer) -
- o 5 CFR 930.301
- o USMC Environmental Awareness for Commanders - Command directed
- o Equal Employment Opportunity (EEO) Training (includes EEO, No Fear Act, and Prevention of Sexual Harassment) - 29 CFR 1614.102(a)(4)
- o Operations Security (Uncle Sam's OPSEC) - DoDD 5205.02
- o Privacy Act (PA) and Personally Identifiable Information (PII) - DOD Reg 5400.11-R
- o Records Management (all employees who create and use records) - DoDD 5015.2
- o Safety Training - General - 29 CFR 1960.59(a)

Enclosure (1)

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- o Safety Training - Specialized (position specific - directed by employee's supervisor)
 - Blood borne Pathogens
 - Confined Space
 - Ergonomics
 - Hazardous Communication
 - Hearing Conservation
 - Lock-out/Tag-out Machinery
 - Radiation Protection Assistant Training
 - Respiratory Protection Program
 - Sight Conservation
- o Sexual Assault Prevention and Response (SAPR) - NDAA 2012, Section 1615
- o Violence Prevention Awareness - MCO 5580.3

Minimum of one elective course in the foundation competencies, e.g., Interpersonal Skills, Integrity and Honesty, Written Communication, Oral Communication, Continual Learning, Technical, and Public Service Motivation.

- New employees

- o Acculturation
- o Ethics
- o New Employee Orientation as soon as possible after start date (within 90 days)

- Supervisory Employees

- o Antiterrorism Awareness - DoDI 2000.16
- o Civilian Employees Assistance Program - CHRM 792.1
- o Combating Trafficking in Persons (CTIP) - DoDI 2200.01
- o Counterintelligence Awareness - DoDI 5240.06
- o Cyber Awareness Challenge (all employees who operate a computer) - 5 CFR 930.301
- o Equal Employment Opportunity (EEO) Training (includes EEO, No Fear Act, and Prevention of Sexual Harassment) - 29 CFR 1614.102(a)(4)
- o USMC Environmental Awareness for Commanders - Command directed
- o Human Resources Management Training - ONLINE ONLY - TWMS (13 separate courses)
 - Addressing Poor Performance
 - Coaching, Counseling, and Mentoring
 - Critical Transition to Supervision
 - DON Training and Development
 - DON USERRA-Uniformed Services Employment and Re-employment Act
 - Drug-Free Workplace for Supervisors
 - Hiring Talent
 - Labor Relations
 - Merit System Principle Basics for Hiring Managers
 - Performance Management Phases
 - Recognition Incentives and Awards
 - Telework Training for DON Supervisors
 - Workers Compensation

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- o Operations Security (Uncle Sam's OPSEC) - DOD Directive 5205.02
- o Privacy Act (PA) and Personally Identifiable Information (PII) - DOD Reg 5400.11-R
- o Records Management (all employees who create and use records)-DoDD 5015.2
- o Supervisory Safety Training - 29 CFR 1960.59(a)
- o Specialized Safety Training (position specific - directed by employee's supervisor)
 - Blood borne Pathogens
 - Confined Space
 - Ergonomics
 - Hazardous Communication
 - Hearing Conservation
 - Lock-out/Tag-out Machinery
 - Radiation Protection Assistant Training
 - Respiratory Protection Program
 - Sight Conservation
- o Sexual Assault Prevention and Response (SAPR) - NDAA 2012, Section 1615
- o Violence Prevention - MCO 5580.3
- o **New Supervisors** - 5 U.S.C. 4121
 - Human Resource Management
 - Training in basic management skills
 - Training in communication skills

All supervisors are required to participate in continuing education to enhance their leadership skills. A minimum of one elective course in Leading People competencies is required each year-examples are Conflict Management, Leveraging Diversity, Developing Others, and Team Building. In addition, all supervisors are responsible for ensuring their employees complete their mandatory and elective training. Certificates of completion for on-line mandatory training and training of eight hours or more must be submitted within two weeks after completion to the ETDB to be included in employees' permanent records unless completed in TWMS.

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Competency-Based Training

The following elective courses and competency training are planned for FY 2018 Civilian Training Schedule if funding is available:

Course Title	Hrs	Competencies	Description
Crucial Accountability	16	<ul style="list-style-type: none"> Accountability 	Training in this area fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness. Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served. Accepts responsibility for mistakes. Complies with established control systems and rules.
Acculturation	4	<ul style="list-style-type: none"> Corps Values 	This course is mandatory for all new civilian employees at MCB CAMLEJ. You will learn Corps values to assist you to better understand your role as a Civilian Marine.
To Be Announced		<ul style="list-style-type: none"> Conflict Management 	Training will be provided that anticipates problems and takes steps to prevent counter-productive confrontations; and manages and resolves conflicts and disagreements in a constructive manner.

To Be Announced		<ul style="list-style-type: none"> Continual Learning 	Training will be provided that helps individuals assess and recognize own strengths and weaknesses; pursue self-development; use challenges as opportunities to improve and become more effective; pursue chances to stretch skills to further professional growth; and seek ways to improve the capacity of others and the organization through knowledge sharing, mentoring, and coaching.
The Five Choices of Extraordinary Productivity	16	<ul style="list-style-type: none"> Creativity Innovation 	Training will be provided that develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs, processes, and solutions.
Crucial Accountability	16	<ul style="list-style-type: none"> Communication Conflict Management Accountability 	You will learn when others break a promise, violate an expectation, or simply behave badly, top-rated employees know when to speak up, how to pick the right problem, and take charge of emotions. Crucial Confrontations training teaches people this model for resolving gaps in execution, performance, and accountability.
Crucial Conversations	16	<ul style="list-style-type: none"> Communication Conflict Management 	Whenever you are not getting the results you are looking for, it is likely that a crucial conversation is keeping you stuck. Whether it is a problem with poor quality or a strained relationship—whatever the issue—if you cannot talk honestly with nearly anyone about almost anything, you can expect poor results. In this class, you will learn to employ skills that produce results by mastering crucial conversations.

Customer Service	4	<ul style="list-style-type: none"> Customer Orientation 	<p>You will learn the essential information and skills needed to excel in interactions with internal and external customers. This class develops your customer service skills through recognizing and dealing with the customer's emotions, using listening and questioning skills, and presenting information to satisfy customers. You will learn to create rapport with any customer or co-worker and work toward positive outcomes.</p>
To Be Announced		<ul style="list-style-type: none"> Decisiveness 	<p>Training will be provided to help individuals make well-informed, effective, and timely decisions whether data limited or vast or solutions produce unpleasant consequences; perceive the impact and implications of decisions; analyze critically, synthesizing patterns among diverse systems and looking at inter-dependencies; gauge unintended consequences; and use sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.</p>
CLD Leadership Seminar	24	<ul style="list-style-type: none"> Developing Others 	<p>Training will be provided to help develop the ability of others to perform and contribute to the organization by inspiring and providing a learning environment of ongoing feedback and opportunities to learn through formal and informal methods, enabling employees to address skill gaps and realize their highest potential. Also individuals will learn how to actively encourage and support enhancement of a joint perspective.</p>

To Be Announced		<ul style="list-style-type: none">• Entrepreneurship	Training will be provided to help individuals learn how to position the organization for future success by identifying new opportunities; build the organization by developing or improving products or services; identify potential risks early and implement effective abatement or control measures; learn to take calculated risks to accomplish organizational objectives; and define evaluation criteria and continuously collect, assess, share, and respond to data appropriately.
To Be Announced		<ul style="list-style-type: none">• External Awareness	Training will be provided that helps others learn to actively seek to understand others' cultural, religious, political, and societal norms and customs; build language proficiency as required by the mission; maintain an integrated understanding of Congressional and globalization factors that would influence defense, domestic, and foreign policy and uses it in strategic and operational planning; understand and keep current on local, national, and international policies and trends that affect the organization and shape stakeholders' views; and maintain awareness of the organization's impact on the external environment.
To Be Announced		<ul style="list-style-type: none">• Flexibility	Training will be provided to assist workers in being open to change and new information; and rapidly adapt to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements.

Human Resource Management Refresher for Supervisors Training on line only in TWMS Database		<ul style="list-style-type: none"> Human Resource Management 	This course is for Marine Corps supervisors and military managers and covers all aspects of human resources management.
Human Resource Supervisory Lunch and Learn Workshops	2	<ul style="list-style-type: none"> Human Resource Management 	Lunch and Learn workshops will be provided on numerous Human Resource supervisory topics throughout the year.
Influencer Change Anything	16	<ul style="list-style-type: none"> Influencing Negotiating 	Training provided for employees when representing the organization, how to establish and maintain relationships with key individuals and/or groups; understand what motivates them; how to persuade others; build consensus through give and take; and gain cooperation from others to obtain information, find solutions, and accomplish goals.
The Speed of Trust		<ul style="list-style-type: none"> Integrity Honesty 	Training will be provided to help you learn to nurture ethically-minded organizations through personal discipline, values, self-control, and policies that reinforce ethical behavior; demonstrate selflessness of action by doing the right thing regardless of personal and professional consequences; behave in an honest, fair, and ethical manner without regard to pressure from other authorities; show consistency in words and actions; instill trust and confidence; and model high standards of ethics.

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To Be Announced		<ul style="list-style-type: none"> • Interpersonal Skills 	<p>Training will be provided to assist the workforce to develop and maintain effective working relationships, especially in difficult situations; engage and inspire others; treat others with courtesy, sensitivity and respect; consider and respond appropriately to the needs and feelings of different audiences, situations, and/or cultures; actively solicit feedback; exemplify professionalism, tact, and empathy; and build trust and commitment.</p>
To Be Announced		<ul style="list-style-type: none"> • Joint Perspective 	<p>Training to ensure senior leadership has an in-depth understanding of how the DoD operates and how the Military Services, DoD Components, stakeholders, partners, and customers integrate toward mission accomplishment; apply joint doctrine when planning, coordinating, and communicating the organization's policies and processes; consider interoperability in communications, logistics, and information sharing so that systems are integrated across organizational lines; and review and apply concepts from applicable studies, laws, regulations, policies, plans, programs, systems, criteria, and standards related to joint capabilities, operations, or programs.</p>
To Be Announced		<ul style="list-style-type: none"> • Leveraging Diversity 	<p>Training provided will foster an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization; seek out diverse ideas, opinions, and insights, respecting the values and perceptions of others; and examine biases and seek insights to help avoid stereotypical responses and behavior.</p>

To Be Announced		<ul style="list-style-type: none"> • Mentoring 	<p>Mentoring is a skill set that requires focus, time, the ability to communicate and a true desire to help a protégé reach a greater potential. This class explores the mentoring process from finding a mentor or protégé, to guiding the relationship to a positive conclusion. This class will help you make a real difference in your organization. Mentors are leaders who encourage and help people improve and succeed. It is a way of thinking and interacting that communicates high expectations, respect, and caring, but mentoring is so much more than merely giving advice. Mentoring for high performance will teach the concepts and skills of a mentoring relationship that builds commitment, motivates employee engagement, and gets measurable results.</p>
To Be Announced		<ul style="list-style-type: none"> • Oral Communication 	<p>Training will be provided to help individuals demonstrate ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences; make clear and convincing oral presentations; and listen effectively-clarify information as needed.</p>
To Be Announced	7	<ul style="list-style-type: none"> • Problem Solving 	<p>Training in this area will help you identify and analyze problems; weigh relevance and accuracy of information; seek, generate, and evaluate alternative perspectives and solutions; make timely and effective recommendations based on potential implications of findings or conclusions; critically evaluate problems to identify their causes and choose courses of action that balance the interests of the mission and stakeholders.</p>

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To Be Announced		<ul style="list-style-type: none"> Public Service Motivation 	Training provided will help employees show a commitment to serve the public; ensure that actions meet public needs; and align organizational objectives and practices with public interests.
To Be Announced		<ul style="list-style-type: none"> Resilience 	Training in this competency will help employees deal effectively with pressure, ambiguous and emerging conditions, multiple tasks; remain optimistic and persistent even under adversity and uncertainty; recover quickly from setbacks; and anticipate changes and learns from mistakes.
To Be Announced		<ul style="list-style-type: none"> Strategic Thinking 	In the training provided, you will learn how to formulate objectives and priorities and implement plans consistent with the long-term interests of the organization in a global environment and take into consideration the environment, resources, capabilities, constraints, and organizational goals and values; capitalize on opportunities and manage risks and contingencies, while recognizing the implications for the organization and stakeholders.
To Be Announced		<ul style="list-style-type: none"> Team Building 	Courses offered will provide training for team leaders to inspire and foster team commitment, spirit, pride, and trust; facilitate cooperation and motivate team members to accomplish goals.

The Seven Habits of Highly Effective People	21	<ul style="list-style-type: none"> • Coaching/Counseling • Conflict Management • Change Management 	This class focuses on taking responsibility for results; exercising more initiative; setting meaningful goal; getting more organized by improving your planning and time-management skills; making work relationships more productive through "win-win" thinking; improving listening and communication skills; solving problems creatively; dealing with conflict productively; adopting a "continuous-improvement mindset"; and improving a balance between work and life.
Thought Patterns for High Performance 3.0	16	<ul style="list-style-type: none"> • Self-Direction • Coaching/Counseling • Change Management 	This class focuses on getting to the root cause issues that result in individual and organizational under-functioning. If you want lasting change, you modify the foundation of beliefs, habits, and expectations. This class will provide you the tools and techniques needed to apply these concepts.
To Be Announced		<ul style="list-style-type: none"> • Vision 	Training provided will help personnel learn how to communicate a clear mission and set of values, providing guideposts for decision making and action; take a long-term view and build a shared vision with others; act as a catalyst for organizational change; and influence others to translate vision into action.

The following computer training will be provided if funding is available:

- o Adobe InDesign
- o Adobe Professional
- o Adobe Acrobat (includes LiveCycle ES)
- o Microsoft Office
 - Access
 - Excel
 - Outlook
 - Power Point
 - Project
 - Word
- o SharePoint
- o Web Design

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Also, if funding is available, ETDB will provide the following classroom training:

- o Briefing and Presentations
- o Business Writing
- o Customer Service
- o Grammar and Proof Reading
- o Communication
- o Mentoring and Coaching
- o Naval Correspondence
- o Team Building
- o Civil Service Retirement System/Federal Employees Retirement System Pre-retirement seminars

Training is not limited to courses listed in the Training Plan. Personnel requiring specialized training are eligible for tuition funding under the TA Program (subject to availability of funds). On-line training is available at numerous web sites, such as MarineNet (<https://www.marinenet.usmc.mil>); Navy E-Learning (www.nko.navy.mil); TWMS (<https://twms.navy.mil/selfservice/login.asp>); Lynda.com; Enterprise Safety Application Management System (https://esams.cnmc.navy.mil/ESAMS_GEN_2/LoginEsams.aspx); and the Graduate School (<http://graduateschool.edu>). The ETDB has an extensive library of books and compact discs on a variety of leadership, Corps Values, and professional development topics. Contact ETDB at (910) 451-4793 or 9175 to check out library materials.

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FY 2018 Guidelines for the Civilian Leadership Development Program (CLDP)

The CLDP provides a means for civilian employees to develop the critical core competency and leadership skills needed to advance in their careers.

Eligibility

The CLDP is available to all Marine Corps Civil Service and NAF employees interested in self-development. Also open to Navy and Coast Guard civilian employees.

CLDP

The CLDP is designed to enhance participants' leadership competencies through assessment, mentoring, planning, and developmental activities. CLDP participants complete an assessment of their leadership competencies and work with a mentor to develop a personalized plan for leadership development. Participants will document their goals and developmental activities on an Individual Leadership Development Plan (ILDP).

Leadership Planning

Leadership development requires a commitment by the employee to prepare a realistic and focused ILDP, as well as support by civilian and military supervisors at all levels to help achieve the Plan goals. The CLDP will ultimately provide Civilian Marines with career maps, access to mentors, access to competitive and non-competitive training, and developmental opportunities that will provide them increased opportunities for career growth.

Leadership Development

One of the goals of the CLDP is to improve leadership skills and competencies of all Civilian Marines. Listed below are the CLDP Framework core competencies:

- o **Leading Change:** Involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals.
- o **Leading People:** Involves the ability to lead and inspire a multi-sector group, not only employees-civilian and military, but also other government agency personnel at the Federal, state, and local levels, as well as contractors and grantees, towards meeting the organization's vision, mission, and goals.
- o **Results Driven:** Involves the ability to meet organizational goals and customer expectations.
- o **Business Acumen:** Involves the ability to manage human, financial, and information resources strategically.
- o **Building Coalitions:** Involves the ability to build coalitions internally and with other Federal agencies, state, and local

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governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

- o **Enterprise-Wide Perspective:** Involves a broad point of view of the Department of Defense (DoD) mission and an understanding of individual or organizational responsibilities in relation to the larger DoD strategic priorities.

To enroll in the CLDP or for additional information, contact the Employee Training and Development Specialist (ETDS) at (910) 451-4793.



THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

Leadership Development for DON Civilian Workforce

MEMORANDUM FOR DISTRIBUTION

JUN 30 2016

SUBJECT: Leadership Development for the Department of the Navy Civilian Workforce

The leadership development of our civilian workforce is vital to meet the critical challenges confronting our Department. Now, more than ever, we need a highly skilled, innovative workforce that is agile and fully integrated. To that end, we must be committed to the development of leadership talent in our civilian workforce.

As Assistant Secretary for Manpower and Reserve Affairs, I am personally committed to the development of our civilian workforce. We must develop our civilian talent at all levels and ensure we invest wisely in those who have demonstrated the ability to lead.

There are a host of leadership development programs currently available to the workforce at all levels-many outstanding opportunities that go untapped. In the weeks that follow, we will take added steps to alert you to the many opportunities. Details for many of the programs can be found at <https://portal.secnave.navy.millorgs/MRA/DONHR/Training/Pages/Developmental-Programs.aspx>. Additionally, I am asking each Echelon 1 and 2 Command to ensure that merit-based internal selection procedures exist to provide the civilian workforce the opportunity to apply for participation in these programs. It is only through a well-managed approach that we can be strategic and thoughtful about the investment being made in the development of the civilian workforce and in the future leadership of the DON.

I also ask the DON leadership to encourage their civilian workforce to manage their own individual development. DoD Instruction 1400.25 Volume 410 (attached) requires all employees to have an individual development plan (IDP). This ensures a systematic and strategic approach to planning for development and talent management. Therefore, it is my expectation that IDPs are developed and utilized, via available automated systems, to help identify and develop emerging leaders.

These initial steps are part of a DON-wide strategy to focus on the leadership development of our civilian workforce and to develop our talent now to prepare for future challenges. I am looking to you to support raising the awareness of current leadership development opportunities, optimizing our talent and linking them with developmental assignments, and encouraging civilian employees to identify and manage their development. My point of contact for this targeted effort is Mr. Tony TorresRamos, Director of the Office of Civilian Human Resources, Tony.TorresRamos@navy.mil.

mh

Franklin R. Parker

Enclosure (3)

SUBJECT: Leadership Development for the Department of the Navy Civilian Workforce

Attachments:

As Stated

Distribution:

Echelon 1 & 2 Commands

Copy to:

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FY 2018 Guidelines for Training Assistance (TA) Program

Recognizing the value of a competent, highly educated civilian workforce, MCIEAST-MCB CAMLEJ implemented a TA program for civil service employees in 2005. This will continue in 2018, provided sufficient funds are available to support the program. This program allows civilian personnel to participate in training and education that improves individual job performance and contributes to the mission and performance goals of the Base.

Eligibility Criteria

1. Full-time Marine Corps civil service employees serving on a career, career-conditional, or term appointment are eligible. Temporary employees, NAF employees, military personnel, and contractors are not eligible for this program.
2. Part-time civil service employees who work 16 or more hours per week with a career, career-conditional, or term appointment are eligible.
3. The TA Program provides funding for job-related training that improves individual performance and contributes to the organization's mission and performance goals. The training must be related to the knowledge and skills required by the employee's current position or to prepare for anticipated official duties. While training for the sole purpose of obtaining an academic degree is not permitted under this program, job-related college courses are covered. Civilian employees who are in a degree program should apply for assistance under the Academic Degree Completion Program (ADCP).
4. Payment may be made directly to the training vendor or educational institution provided they accept the SF-182 form and agree to bill the government. If they do not accept the SF-182, students will pay the tuition, notify the ETDS of the change, and request reimbursement after completing the course.
5. Personnel receiving educational benefits such as the GI Bill, Veteran Affairs Benefits, or scholarships that cover the full cost of the training are not eligible to receive funding for college tuition under the TA Program.
6. Personnel from commands other than MCIEAST-MCB CAMLEJ are not eligible for assistance under this program.

Expenses Covered

1. College Courses: If an employee is approved for TA and sufficient funds are available, this command will pay for tuition and required textbooks up to \$2,000 per FY. Exceptions to this limit will be made on a case-by-case basis. No other expenses are covered by the TA Program. The college must be accredited by a nationally recognized accrediting body to provide a curriculum of post-secondary education.
2. Other Training: TA funding may be approved for job skill training from commercial training vendors up to \$2,000 per FY. Exceptions to this limit will be made on a case-by-case basis. The employee's work section would be responsible for any Temporary Additional Duty costs incurred. If

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there is sufficient demand for a course to make it more cost efficient to conduct it locally, the ETDB will make arrangements to bring the training to MCIEAST-MCB CAMLEJ.

3. Funding: All funding must be approved prior to the course start date.

Continuation of Service. Applicants will be required to sign a continuation of service agreement equal to three times the number of course hours.

Repayment of Expenses. Employees receiving TA will be required to sign and submit a Reimbursement Agreement agreeing to repay funds advanced on their behalf if they fail to successfully complete the course. For academic courses, this means a grade of "C" or higher ("B" for graduate level courses.)

Links to College Information:

1. Camp Lejeune Life Long Learning (information about colleges aboard MCIEAST-MCB): <http://www.mccslejeune.com/edu>
2. Coastal Carolina Community College: <http://www.coastalcarolina.edu>
3. Index of Colleges and Universities: <http://www.scholarstuff.com/>
4. Defense Activity for Non-Traditional Education Support (DANTES), [http://www.dantes.doded.mil/Dantes web/DANTESHOME.asp](http://www.dantes.doded.mil/Dantes_web/DANTESHOME.asp)

Instructions for Applicants

1. Discuss your training requirements with your supervisor and document the training you select on your IDP.
2. Complete a Form SF-182 for each course of instruction. Funding must be approved prior to the course start date. Please contact the ETDS at (910) 451-4793 for this form in Adobe format. The SF-182 must be typed. Obtain your immediate supervisor's signature. Also, sign and submit with the SF-182 the Agreement to Reimburse the Government for training not completed. See Attachment (A).
3. Submit the signed SF-182 with original signatures to the ETDS. The application for assistance must be submitted no later than seven calendar days prior to the first class meeting.
4. Applicants will be notified by e-mail when the training request has been approved. You will then pick up the approved SF-182 and submit it to the school so that the tuition may be billed to ETDB. If the school does not accept the SF-182, you may pay the tuition and be reimbursed after completing the course. In most cases, you will be required to pay for your textbooks and request reimbursement after completing the course. Some schools, e.g. Coastal Carolina Community College, Campbell University, etc., will accept a SF-182 when you obtain your books from their bookstore.
5. When you have completed the course, you must submit proof of satisfactory completion (certificate or grade of "C" or better, "B" for

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graduate level courses) to the ETDS. If you are requesting reimbursement, you must complete the form SF-1164 and submit it along with receipts for tuition and or books. These documents must be submitted within two weeks after the ending date of the course. The reimbursement request will be processed and forwarded to Defense Finance and Accounting Service for payment.

6. Employees who fail to complete the course for which TA has been approved will be required to repay the government the full amount paid to the school on their behalf.

7. For further information on the TA Program, please contact the ETDS at (910) 451-4793.

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REIMBURSEMENT AGREEMENT
FOR
TRAINING ASSISTANCE PROGRAM
CAMP LEJEUNE, NC

I, _____, agree to reimburse the government the full amount paid for the training requested on the approved SF182 if I do not complete the training as agreed in my funding request.

If I do complete the training, I agree to provide the Employee Training and Development Branch a copy of the certificate or grade within two weeks of the completion date.

Signature

Date

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FY 2018 Guidelines for the Academic Degree Completion Program (ADCP)

The ADCP provides financial assistance to Marine Corps Civil Service employees whose goal is to obtain a college degree.

Eligibility

The ADCP is available to all Marine Corps Career Appropriated-Funded Civil Service employees who choose to participate in the CLDP. Funding for academic degree completion is authorized only to individuals participating in planned, systematic, and coordinated professional development programs. Employees must be active participants in the CLDP before applying for the ADCP.

CLDP

The CLDP provides a means for Civilian Marines to develop the critical core competency skills needed for supervisory, managerial, and executive positions. The program is designed to enhance participants' leadership competencies through assessment, mentoring, planning, and developmental activities. CLDP is open to career Civilian Marines at all grade levels who are interested in self-development. Participants will document their goals and developmental activities on an ILDP. Contact the ETDS at (910) 451-4793 for additional information on the CLDP.

Degree Programs

The degree program must be in a field related to the applicant's current position or in one that will help meet his/her career goals within the Marine Corps. Funding is permitted for any course of post-secondary education that is offered by a nationally accredited educational institution. Information about the degree programs offered locally is available at the Lifelong Learning Center, Building 825. Information is also available online at <http://www.mccslejeune.com/edu>. This site will identify the colleges and universities available on site. You are not limited to these colleges - you may attend any accredited educational institution. Another site with valuable information to assist you in your degree completion search is DANTES, <http://www.dantes.doded.mil/>.

Certifications

In addition to academic degree training, this program can be used to pay for expenses associated with obtaining professional credentials. Costs associated with obtaining and renewing professional credentials, licenses, and certifications may be reimbursed under this program subject to availability of funds. The professional credential, accreditation, license, certification, and/or examination must be highly relevant to the performance of the employee's official duties.

ILDP

The academic degree must be included as a developmental goal in your ILDP. In addition, you should list any college courses that provide training in CLDP competencies on the ILDP form under the appropriate competency. For

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example, if you are taking an English course, you would list the course under the "Written Communication" competency.

Covered Expenses

Provided funds are available, you will be reimbursed for tuition and book expenses for the rate approved upon successful completion of the course (C or higher - undergraduate; B or higher - graduate, post-graduate.)

Approval

You will be notified when your application for the ADCP is approved. The SF-182 for each course must be submitted prior to the class start date. You will not be reimbursed for courses not approved prior to the start date of the course.

Application Package

1. Application for the Academic Degree and Certification program.
2. Copy of your 2018 ILDP that includes educational goals.
3. Copy of your course curriculum from the college or university.
4. SF-182 for each course to be taken this fiscal year.

Forms are available on the Civilian Training SharePoint site at:
<https://intranet.mcieast.usmc.mil/Manpower%20%20Adjutant/CIVILIAN%20HUMAN%20resource%20office/employee%20development%20branch/default.aspx>. For further information on the ADCP, please contact the ETDS at (910) 451-4793.

Reimbursement Instructions

1. Within two weeks after successful completion of the course(s), submit a completed SF-1164 form to the ETDS at the ETDB for each course individually. Include official grade and paid tuition and or book receipt(s) with reimbursement request. The reimbursement request must match the SF-182 funding request.
2. Reimbursement should occur within 30 days after the submission of the above information. Do not inquire about the receipt of reimbursement until the full 30 days have elapsed.

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FY 2018 Training Liaison ProgramTraining Liaison Function

- ❖ Serve as the Point of Contact for training coordination in your Department.
- ❖ Maintain general knowledge of training and registration processes. Register employees for classes approved by their supervisor and submit registration form to lejeune wflc@usmc.mil for enrollment.
- ❖ Encourage employees to utilize the annual IDP and list all courses and training requests on the form.
- ❖ Collect all training certifications and verifications from the employees in your Department.
 - o Monthly - Submit proof of training completion to ETDB each month, thus eliminating direct submission from each employee to ETDB.
- ❖ Track all training completions from the employees in your Department.
 - o Maintain copies for your own records and audits
- ❖ Report any challenges to ETDB for trouble shooting solutions.
- ❖ Attend quarterly meetings with ETDB staff as requested.

Work Force Learning Center

- ❖ Report to Office of Civilian Human Resources for entry into permanent employee files.
- ❖ Provide updates and training announcements to all Training Liaisons.
- ❖ Announce and host quarterly meetings with Training Liaisons.
 - o Trouble shooting
 - o Share best practices
 - o Explanation
 - o Questions
- ❖ Serve as the Training Support System for all Training Liaisons.

Training Liaison

Name:	
Department:	
Section:	
Phone Number:	
Email:	
Supervisor:	
Date:	

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6. Long Run Career Goals (over the Next Five Years)

6 a) Objective (e.g. promotion, career change, academic degree)	6 b) Developmental Assignments (Cite best information available)	6 c) Formal Training (Cite best information available)

7. Rotational Assignments During the Next 12 Months

Check Appropriate Boxes

A. Rotational Assignment Planned	(Indicate Where in Block 5 b)
B. Rotational Assignment Not Planned/Required	
C. Required Rotational Assignment Completed	
8a. Employee Signature	Date
8b. Mentor Signature (optional)	Date
8c. Supervisor Signature	Date

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INSTRUCTIONS FOR PREPARING THE INDIVIDUAL DEVELOPMENT PLAN

1. EMPLOYEE NAME

Enter your full name

2. CURRENT POSITION, SERIES & GRADE

Enter title of position, occupational series, and grade.

3. SSN

Enter the last four digits of your social security number.

4. ORGANIZATION

Enter your Work Section, Division & Department

5. SHORT RUN DEVELOPMENTAL GOALS

Enter your goals to be attained within one year. This should include the goal "Meet annual mandatory training requirements) and other goals specific to you and your position.

5a. DEVELOPMENTAL OBJECTIVES

Enter the knowledge, skills, and abilities you need to develop in order to meet your goals. These should be specific developmental objectives that are to be met by one or a combination of experience or formal training.

5b. DEVELOPMENTAL ASSIGNMENTS

Identify type of assignment (e.g. cross-training, detail, rotational assignment). Include scheduled dates and location if possible.

5c. LEADERSHIP PROGRAMS

Identify any leadership programs you are planning on applying for.

5d. FORMAL TRAINING

Enter all formal training planned for the year. Type an "X" next to listed classes that apply to you and type in additional courses. Include scheduled dates if possible.

6. LONG RUN CAREER GOALS (Over the Next Five Years)

State your career goals for five years from now.

6a. OBJECTIVE

Enter the knowledge, skills, and abilities you need to develop in order to meet your goals. These should be specific developmental objectives that are to be met by one or a combination of experience or formal training

6b. DEVELOPMENTAL ASSIGNMENTS

Identify type of assignment (e.g. cross-training, detail, rotational assignment).

6c. FORMAL TRAINING

Cite best information available. Include any formal education you are planning in the next five years.

7. ROTATIONAL ASSIGNMENTS DURING THE NEXT 12 MONTHS

Check the appropriate box (planned, not planned, or completed)

8a. EMPLOYEE SIGNATURE AND DATE

Sign and date this form. Your signature indicates that you concur with this IDP.

8b. MENTOR SIGNATURE AND DATE

It is recommended that you discuss your IDP with your mentor if you have one. Have that person sign and date this form.

8c. SUPERVISOR SIGNATURE AND DATE

Supervisor's signature indicates concurrence with the employee's IDP

1. Employee Name (Last, First, M. I.)	2. Current Position, Series & Grade	3. Organization
4. Short Run Developmental Goals (Immediate, Within a Year)		
a) Meet annual training requirements	List other short-term goals in the space below:	
b) Attend college classes		
c) Certification		
5 a) Developmental Objectives (Knowledge, Skills & Abilities Needed)	5 d) Formal Training	Date Completed
Mandatory Training for all Supervisors		
Human Resource Mgmt (TWMS online only): every 3 years		
* Addressing Poor Performance		
* Coaching, Counseling, Mentoring		
* Critical Transition to Supervision		
* DON Training and Development		
* DON USERRA		
* Drug Free Workplace for Supervisors		
* Hiring Talent		
* Labor Relations		
* Merit System Principle Basics		
* Performance Management Phases		
* Recognition Incentives and Awards		
* Telework Training for Supervisors		
* Workers Compensation		
Antiterrorism Awareness		
Civilian Employee Assistance Prog- every 3 years		
Combating Trafficking in Persons- due 30 Sep		
Counterintelligence Awareness		
Cyber Awareness Challenge- due 31 Aug		
USMC Environmental Awareness for Cmdrs		
DON EEO for Supervisors		
No Fear Act		
Prevention of Sexual Harassment POSH		
5 b) Developmental Assignments (Identify type, dates, lengths, and locations if possible. Include planned conferences.)	5d. Formal Training (continued)	Date Completed
	Operations Security (Uncle Sam's OPSEC)	
	Privacy Act/PII- due 30 June	
	Records Management	
	Safety Training - Supervisory	
	Sexual Assault Prevention & Response (SAPR)	
	Violence Prevention (VP) Awareness	
	Specialized Safety-Job Specific:	
	Mandatory Training for New Employees-90 days	
	Acculturation	
	Ethics	
	New Employee Orientation	
	Minimum One Elective in Supervisory Skills	
	Other Training (Job Skills, Supervisor Competencies, College Courses)	
5 c) Leadership Programs Planned		
Marine Corps Civilian Leadership Development Prog		
Aspiring Leader Program		
New Leader Program		
Executive Leadership Program		
Other:		
	Mandatory Training for New Supervisors	
	HR Mgmt for Supervisors- within first 90 days	
	Communication Skills	
	Basic Management Training	

INSTRUCTIONS FOR PREPARING THE INDIVIDUAL DEVELOPMENT PLAN AUG 28 2017**1. EMPLOYEE NAME**

Enter your full name

2. CURRENT POSITION, SERIES & GRADE

Enter title of position, occupational series, and grade.

3. SSN

Enter the last four digits of your social security number.

4. ORGANIZATION

Enter your Work Section, Division & Department

5. SHORT RUN DEVELOPMENTAL GOALS

Enter your goals to be attained within one year. This should include the goal "Meet annual mandatory training requirements) and other goals specific to you and your position.

5a. DEVELOPMENTAL OBJECTIVES

Enter the knowledge, skills, and abilities you need to develop in order to meet your goals. These should be specific developmental objectives that are to be met by one or a combination of experience or formal training.

5b. DEVELOPMENTAL ASSIGNMENTS

Identify type of assignment (e.g. cross-training, detail, rotational assignment). Include scheduled dates and location if possible.

5c. LEADERSHIP PROGRAMS

Identify any leadership programs you are planning on applying for.

5d. FORMAL TRAINING

Enter all formal training planned for the year. Type an "X" next to listed classes that apply to you and type in additional courses. Include scheduled dates if possible.

6. LONG RUN CAREER GOALS (Over the Next Five Years)

State your career goals for five years from now.

6a. OBJECTIVE

Enter the knowledge, skills, and abilities you need to develop in order to meet your goals. These should be specific developmental objectives that are to be met by one or a combination of experience or formal training

6b. DEVELOPMENTAL ASSIGNMENTS

Identify type of assignment (e.g. cross-training, detail, rotational assignment).

6c. FORMAL TRAINING

Cite best information available. Include any formal education you are planning in the next five years.

7. ROTATIONAL ASSIGNMENTS DURING THE NEXT 12 MONTHS

Check the appropriate box (planned, not planned, or completed)

8a. EMPLOYEE SIGNATURE AND DATE

Sign and date this form. Your signature indicates that you concur with this IDP.

8b. MENTOR SIGNATURE AND DATE

It is recommended that you discuss your IDP with your mentor if you have one. Have that person sign and date this form.

8c. SUPERVISOR SIGNATURE AND DATE

Supervisor's signature indicates concurrence with the employee's IDP